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71-5231
DTR-6858

18 October 1971

MEMORANDUM FOR: Director of Training

THROUGH : Deputy Director for Support

SUBJECT : The Office of Training

1. Thank you for the look at this handsome briefing on the Office of Training. It gives a very clear and comprehensive view of our training program and assets. Obviously a great deal of very good work is being done, and I should like to congratulate you on it. This being said, may I offer a few comments on some of the items.

2. The average age of your professionals (48.08) does indeed seem a bit high. While I know it should be higher than normal in order to take advantage of the accumulated experience of officers who have served in operational positions, at the same time this creates a problem of maintaining communication across perhaps a larger number of years than desirable. I would appreciate your thoughts on what might be done about this.

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3. The [REDACTED] figures again raise a question about the future of this installation. Almost one half of the student days are for the training of non-Agency personnel. I think we should keep this under continuing review.

4. It seems to me that the language situation in the Clandestine Service is quite serious, despite your ready, willing, and able efforts to improve it. In fact, I think your program is perhaps ahead of the market and that the cure lies outside the Office of Training in improving the demand for the product. I know this has been looked at in the past, apparently without substantial change in the current situation. I have been impressed with the impact of the requirements approach on the FSO corps, i. e., requiring FSO's to have a certain language capability. I should like some reconsideration of whether this might be appropriate in the Agency, at least for operations officers. We have various incentive programs as well as programs to help people who want to learn a

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language. Should we not go a little further, however, and generate a desire to learn languages by making this a requirement of professional advancement. It is too easy to drift along using English (or even French), which affords basic communication but leaves one unaware of the nuances of local cultures and situations which one achieves by learning the local language, even to an intermediate degree. A deeper understanding of foreign areas is expected of intelligence personnel. We do not seem to be providing it to the degree needed.

5. On page 13 you suggest that the annual report on component training be discontinued. As I review [REDACTED] I see no requirement for a report with the degree of depth which you have apparently interpreted as being required. Indeed, I feel your suggestion of an almost statistical report of what has been done by the components--with spot-checking by you to ensure standards of performance--might be appropriate. If I am wrong about this requirement, please show me the basis for it. Otherwise, let's look at this as a reasonable exercise of your function as the over-all training staff for the Agency and supervisor of component training but not make a major exercise of it. 25X1A

[REDACTED]

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Acting Executive Director-Comptroller


Attachment
Office of Training Briefing Book -

[REDACTED]

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cc: DD/P

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Remarks: Hugh: Mr. [REDACTED] interest in OTR activities is certainly reflected in the attached memorandum. I realize that really definitive answers to the average age and language problems may take some time to research and prepare. However, I would like to send the Acting Executive Director-Comptroller an interim response by <u>28 October</u> . <i>It would be interesting to see "D" and "ST" ages separately</i> <div style="text-align: right;">  John W. Coffey </div>			
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